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ABSTRACT

This book is a practical handbook of ideas and tools to set up and implement a framework of "career management." A glossary of terms is provided. Chapter 1 considers what the organization needs. Chapter 2 focuses on the importance of organizational culture in successful change. It looks at sources of influence on an organization's culture and major cultural dimensions that affect the ability to meet needs. Chapter 3 lays the foundation of career management, demonstrating how to establish a framework and a language within which a set of processes can be built. Chapter 4 focuses on how careers are structured. It suggests four main career directions and discusses changes in career direction. Chapter 5 emphasizes the importance of distinguishing potential from performance, assessment of potential and choice of career direction, career counseling, and career planning. Chapter 6 examines the management and use of data sources to meet the objectives of career management. Chapter 7 looks at how the elements of personal growth can be used within the context of an existing job. Each chapter ends with a discussion of problems of reality, indicators of success relating to issues, and action for those responsible for career management. Chapter 8 covers the following: an integrated career management framework; suggestions for measuring growth, managing success, publicity, training, and education; and difficulties that might be experienced in introducing and managing a systematic careers management framework. A subject index is appended. (YLB)

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